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Part two: biennial programme plan

Programme 1
General Assembly and Economic and Social Council affairs and conference management

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Overall orientation

1.1 The overall objectives of the programme are (a) to facilitate, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies; (b) to provide substantive and technical secretariat servicing to the Committee on Conferences; (c) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and the Member States; and (e) to ensure uninterrupted delivery of services during the implementation of the capital master plan.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are contained in resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is provided by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, in which the Assembly established the terms of reference of the Committee.

1.3 Responsibility for the implementation of the programme and the achievement of its objectives resides with the Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi. Guided by Assembly resolutions 57/300 and 62/225 and provisions relating to conference services contained in Assembly resolutions on revitalization of the work of the Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium, the Department will continue to actively provide the intergovernmental and expert bodies it services with technical secretariat, protocol and liaison, and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department expects to continue to improve its performance by pursuing a proactive documents and meetings management strategy, including coordination of the calendar of conferences, advance capacity planning and re-engineered documentation workflows and processes. By further embedding the integrated

global management approach in its everyday decision-making activities, the Department will increase the standardization of its administrative policies, practices and procedures across all conference-servicing duty stations. In addition, policies and procedures, workload-sharing and staff exchanges will be more closely coordinated among the four conference-servicing duty stations and the regional commissions in order to make more efficient and cost-effective use of the Organization's conference-servicing human and financial resources. This "delivering as one" initiative will be extended to the area of conference servicing through more intensive contacts with the other agencies of the United Nations system.

1.5 Through systematic analysis, the Department will evaluate the risk landscape and implement risk management and mitigation strategies so as to reduce the impact of operational crises through more proactive and effective monitoring. It will also implement lessons learned and best practices arising from the experiences of other United Nations entities and international organizations. Centrally coordinated risk management/assessment and evaluation will facilitate informed managerial decision-making and monitoring. More systematic use of high-quality, reliable and transparent data on conference services derived from the array of indicators contained in the Performance Measurement Matrix, as introduced in the report of the Secretary-General on pattern of conferences (A/62/161), will enhance global operational efficiencies. The integrated conference management system aims to establish an enabling environment for a client-oriented global information and communications technology. This will allow the Department to leverage strategic planning by streamlining forecasting, process efficiency, timeliness and cost efficiency. In order to meet changing needs and expectations, the Department will continue to provide sustained support for training opportunities geared to expanding and upgrading staff members' skills and to further collaborate with international organizations and build outreach to universities in order to institutionalize training programmes and maintain ongoing communication.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: to facilitate deliberations and decision-making by intergovernmental bodies[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing satisfaction with the conduct of meetings as well as the level and quality of technical secretariat services

[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

(b) Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department for General Assembly and Conference Management	(b) Increased compliance rate with the submission deadline of the final reports of the intergovernmental bodies serviced by the Department

[a] Refers to the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees of the Assembly, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department for General Assembly and Conference Management.

Strategy

1.6 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance to the presidents/chairpersons and bureaux of the intergovernmental bodies serviced by the Department in their work. Provision of substantive, analytical and historical information on the proceedings of the General Assembly and the Economic and Social Council and the subsidiary machinery with a view to developing appropriate proposals for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Delivery of high-quality conference services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing satisfaction with the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased capacity utilization for interpretation and translation services

		(ii) Increased workload sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c)	(i) Maintain balance between number of meetings planned and number of meetings held
		(ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d)	Increased percentage of pre-session documents processed within four weeks when submitted on time and within applicable word limits
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e)	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
		(ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi) and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.7 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Department. The Service will focus on:

(a) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(b) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(c) Analysing and assessing the conference-servicing needs (meetings and documentation) of United Nations bodies with a view to making available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies and other duty stations;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in New York, with a view to improving capacity planning in coordination with subprogramme 1 for interactivity with the intergovernmental bodies, as well as with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds established in-house capacity;

(f) Monitoring the implementation of the capital master plan at Headquarters with a view to mitigating any adverse impact on the availability of conference facilities and services and to ensuring that there is no reduction in the quantity and quality of services provided to Member States;

(g) Undertaking an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(h) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words) (ii) Maintain average output of translation per staff member per day

Strategy

1.8 The subprogramme is under the responsibility of the Documentation Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation and quality assurance of contractual translation, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which in-house and off-site translators, editors and others involved in documents production and processing will have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of translation and editorial services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all categories of staff (established capacity, freelancers and contractors), working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, text-processing and publishing services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with interpretation, verbatim reporting, text-processing and publishing services

(b) Quality and cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services	(b)	(i) Optimal mix of various modes of interpretation and verbatim services
		(ii) Maintain average output of text processing per staff member per day
		(iii) Increased proportion of printing on demand
		(iv) Increased utilization of internal printing capacity

Strategy

1.9 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring cost-effective delivery of high-quality interpretation, verbatim reporting, text-processing and publishing services, in particular through workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(c) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training of staff appointed against established posts and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of interpretation, verbatim reporting, text-processing and publishing services provided;

(d) Promotion of the awareness of author departments of the Division's enhanced internal publishing capacity; expansion of cost-effective and other modes of document publishing to achieve better quality and timeliness; and further development of the use of print on demand technology and electronic archiving systems;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all categories of staff (established capacity, freelancers and contractors), working from both on-site and remote locations.

B. Conference management, Geneva[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Delivery of high-quality conference services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing satisfaction with the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased capacity utilization for interpretation and translation services (ii) Increased workload sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Maintain balance between number of meetings planned and number of meetings held (ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) Increased percentage of pre-session documents processed within four weeks when submitted on time and within applicable word limits

[2] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi) and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.10 Within the Conference Services Division of the United Nations Office at Geneva, substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service. The Service will focus on:

(a) Analysing and assessing the conference-servicing needs of United Nations bodies based in Geneva and assisting them in formulating those needs with a view to making available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies serviced by the Division;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Geneva on the basis of workload statistics, performance indicators and resource utilization;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in Geneva, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds established in-house capacity;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(f) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words) (ii) Maintain average output of translation per staff member per day

Strategy

1.11 The subprogramme is under the responsibility of the Languages Service and the Proofreading, Editing and Publications Section of the Publishing Service. The primary focus will be on maintaining processing capacity and preserving institutional expertise, while seeking greater quality and cost-effectiveness through the further incorporation of information technology in the areas of editing, referencing, terminology support, translation and contractual translation, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members

and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all categories of staff (established capacity, freelancers and contractors), working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with interpretation, text-processing and publishing services
(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation
	(ii) Maintain average output of text processing per staff member per day
	(iii) Increased proportion of printing on demand
	(iv) Increased utilization of internal printing capacity

Strategy

1.12 The subprogramme is under the responsibility of the Interpretation Service, the Publishing Service and the Text-processing Section of the Languages Service. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring cost-effective delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty

stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; further development of the use of print on demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all categories of staff (established capacity, freelancers and contractors), working from both on-site and remote locations.

C. Conference management, Vienna[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Delivery of high-quality conference services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing satisfaction with the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased capacity utilization for interpretation and translation services (ii) Increased workload-sharing among established conference-servicing duty stations[a,b]

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Maintain balance between number of meetings planned and number of meetings held (ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) Increased percentage of pre-session documents processed within four weeks when submitted on time and within applicable word limits
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi), and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.13 Within the Conference Management Service at the United Nations Office at Vienna, substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section. The Section will focus on:

(a) Analysing and assessing the conference-servicing needs of United Nations bodies based in Vienna and client organizations (International Atomic Energy Agency, United Nations Industrial Development Organization, Comprehensive Nuclear-Test-Ban Treaty Organization), assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and increased upstream outreach in order to provide drafting and pre-editing assistance to substantive secretariats;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna on the basis of workload statistics, performance indicators and resource utilization;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in Vienna, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(f) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words) (ii) Maintain average output of translation per staff member per day

Strategy

1.14 The subprogramme is under the responsibility of the six translation sections and the Text-processing Section, the Editorial Control Unit and the Library and Linguistic Support Unit. The focus will be on achieving greater cost-effectiveness through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation and contractual translation. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff in all categories (established capacity, freelancers and contractors), working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with interpretation, text-processing and publishing services

(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation (ii) Maintain average output of text processing per staff member per day (iii) Increased proportion of printing on demand (iv) Increased utilization of internal printing capacity

Strategy

1.15 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring cost-effective delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; further development of the use of print on demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all categories of staff (established capacity, freelancers and contractors), working from both on-site and remote locations.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: to optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Delivery of high-quality conference services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing satisfaction with the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased capacity utilization for interpretation and translation services (ii) Increased workload-sharing among established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Maintain balance between number of meetings planned and number of meetings held (ii) Increased percentage of number of "as required" meetings for bodies provided with interpretation services
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing and issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) Increased percentage of pre-session documents processed within four weeks when submitted on time and within applicable word limits
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

[a] Workload-sharing is dependent on the type and venue of meetings. These indicators are global, i.e., the same information is presented for each conference-servicing duty station (New York, Geneva, Vienna and Nairobi) and reflects workload-sharing with the regional commissions and United Nations funds and programmes and agencies.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of the receiving duty station.

Strategy

1.16 Within the Division of Conference Services of the United Nations Office at Nairobi, substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section. The Section will focus on:

(a) Analysing and assessing conference-servicing needs of the United Nations Environment Programme, the United Nations Human Settlements Programme and other United Nations-system organizations based in Nairobi, on the basis of the approved mandates and meeting requests and availability of capacity in conference resources at the United Nations Office at Nairobi and other headquarters, and assisting them in formulating those needs with a view to making available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies serviced by the Division;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi on the basis of workload statistics, performance indicators and resource utilization;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meetings in Nairobi, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds established in-house capacity;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(f) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with the quality of translation and editorial services

(b) Quality and cost-effectiveness of editing and translation services	(b) (i) Optimal mix of various modes of translation (measured in percentage of words)
	(ii) Maintain average output of translation per staff member per day

Strategy

1.17 The subprogramme is under the responsibility of the Translation and Editorial Section. The focus will be on achieving greater cost-effectiveness through the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation and contractual translation, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff in all categories (established capacity, freelancers and contractors), working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: to ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) Increased percentage of representatives of Member States at intergovernmental organs and members of expert bodies, as well as client departments expressing satisfaction with interpretation, text-processing and publishing services
(b) Quality and cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Optimal mix of various modes of interpretation (ii) Maintain average output of text processing per staff member per day (iii) Increased proportion of printing on demand (iv) Increased utilization of internal printing capacity

Strategy

1.18 The subprogramme is under the responsibility of the Interpretation and Publishing Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. The Section will focus on:

(a) Implementation of measures ensuring cost-effective delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; further development of the use of print on demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to

provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all categories of staff (established capacity, freelancers and contractors); provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all categories of staff (established capacity, freelancers and contractors), working from both on-site and remote locations.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/313	A strengthened and revitalized General Assembly
61/266	Multilingualism
62/225	Pattern of conferences
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009